

TAB

SUMMARY

EMPLOYEE EVALUATION

Those Offices which made serious comments (O/PC, Management, Covert Training and O/CD) agree that an adequate performance rating system is urgently needed and the impression is given that a system tailored to meet the special needs of CIA should be devised. It is recommended, however, that CIA lean on the studies that industry and other elements of government have recently made. *This was done*

It is widely recognized that evaluation is subjective, that abstract qualities are often non measurable in concrete terms and that formulae and systems will never wholly supplant careful and considered judgement by the immediate supervisor. It is felt that the establishment of a sound rating system would noticeably improve morale.

While tests and assessment as measures of "worthwhileness" of employees that have been on duty for some time are felt to be less useful than a sound on-the-job performance rating system, the Board or panel method of evaluating employees on the basis of several types of data--ratings, supervisor judgment, tests, etc.--is approved.



ILLEGIB

Selected Comments by the Several Offices on  
EMPLOYEE EVALUATION

Office of National Estimates

"The appraisal system and rating forms proposed raise all the old questions about employee ratings. Dozens of systems have been devised, but they all are weak because rating is a subjective affair. These schemes work fairly well where you have measurable work loads, but in an Agency like CIA, you have numerous supervisors rating on non-measurable qualities."

Office of Policy Coordination

"....recommends that career advancement within the Agency be based on more realistic and broader employee accomplishments than the achievement of an arbitrary number of grade promotions within a specified period of time."

"....recognizes that improved methods of measuring work performance; sound testing, assessing and evaluating procedures....are all requisites of an effective career system."

"The program, as proposed, has not sufficiently taken into consideration....the assessment and evaluation service being provided for covert office employees."

"....any rigid specification as to maximum time in grade or age is of highly dubious value in relation to the kinds of duties performed in CIA, at least in the covert operational fields. Anyone experienced in the processes of the civilian agencies of government knows that progression may well depend upon T/O's, budgets, reorganizations, liking for a particular job, operational necessities and, at times, on the personal whims of the employee's superior."

"....[approves] the recommendation for the creation of Boards of Examination and Review within each Office, as well as at the top of the Agency to develop standard requirements for effective job performance, and for measuring the individual against the job requirements....believes, however, that promotion within a single Unit, such as a Branch or Division, should still be based heavily on the judgment of the immediate supervisor."

"It is suggested that, if we are to take industrial examples, a more comprehensive study be done of several varying programs [i.e., selection techniques], instead of arbitrarily choosing one as an example."

"....it is believed that the major determinant for initial selection and subsequent advancement and assignment to duty must be appraisal by the Branch and Division Chiefs."

"...where the individual must work under cover or semi-cover with very few persons privy to his real identity and mission, it simply is not practicable nor desirable to require extensive record keeping and final appraisal by teams of people however well technically qualified...."

#### Management

"....a good performance rating system is critically needed and it should be developed immediately. This, we feel, will be the real first step toward implementation of this program. For example, the various means of testing devised by assessment groups and psychological testing staffs while valuable and necessary, they are quite inadequate in the proper evaluation of employees who are on duty and who have long service in the Agency. Therefore, a rating or evaluation system should be devised which would become the basis of employee evaluation with testing and examinations being a secondary step."

#### Office of Training (Covert)

"Inasmuch as these forms have been recently overhauled by the military services a great deal of basic work on the subject of evaluation could be eliminated by accepting the experiences of the military services. Their forms should be analyzed and used."

"The efficiency report system is probably the most vital link in this chain."

"An important immediate step to be considered would be an evaluation of the CIA employee who terminates his employment. Reasons so produced should be included in the future planning."

Office of Collection and Dissemination

"....the CIA Library considers that an improved and efficient system of evaluating on-the-job performance is a vital necessity.... but my experience of various formal evaluation systems used in ONI and by the Civil Service does not lead me to expect that any such system will ever be very useful - though a good one would doubtless be better than no systematic evaluation at all."

"The Central Intelligence Agency does not now have a performance evaluation system, at least for its overt employees. Discussions on this subject have been held for almost two years with no concrete evidence of a system in effect. Many employees have received no evaluation of their job performance for over a year. This is harmful for morale. Although the problem primarily belongs to Personnel, nevertheless all planning by the Office of Training is negated by the lack of a good system of employee performance evaluation."

"The one other facet of the career program of great influence on incentive is that of rating on-the-job performance which in the last analysis is usually a better measure of ability than can be gained by a testing program.... The preferred plan proposed for rating individuals as described in the prospectus is far superior to the Efficiency Rating formerly used by the Agency. Its early adoption is strongly recommended."